

The Intellectual and Leadership Center of the Air Force

2012 Annual Report



A Message from the Commander



As the 29th Commander and first President of an institution that has given me so much over the course of my career, I am honored now to be in a position to give back, and I will give it my all. General Muir S. Fairchild was the first Air University Commander when the institution's doors opened in 1946. He determined that the motto of the university would be the same as that of Air Corps Tactical School (ACTS), founded here at Maxwell AFB during the interwar years between WWI and WWII: "Proficimus More Irretenti," a Latin phrase meaning "We Make Progress Unhindered by Custom."

Education and training are critical to the development of our future Air Force leaders. While both are interdependent, they are also fundamentally distinct. The circumstance will determine which approach, training or education, is appropriate and which will be the most effective. The Air University is committed to the highest standards in education, because we know this will better prepare tomorrow's leaders for the uncertain and complex future they will face...by disciplining their minds and inspiring their hearts. Over the next decade, we will be fiscally challenged and forced to make incredibly important decisions, likely changing the way we do business. The Air University will be exploring innovation in education through the expanded use of more efficient technologies and more effective instructional methodologies. With this approach, we will be able to maintain the "AU Gold Standard" and allow our students to learn the way they do best.

As the intellectual and leadership center of the Air Force, the Air University has, and will, continue to be on the leading edge of producing the future and launching leaders of character...educated to think critically, innovatively, strategically, and jointly. Since its beginning, the university has graduated leaders who master and deliver superior Airpower in support of national security objectives. As the lead agent for Air Force education, the Air University graduates more than 80,000 resident and 155,000 non-resident officers, enlisted, civilian, and international personnel each year.

The Air University provides full spectrum education, research, and outreach through professional military education, professional continuing education, citizenship development, and academic degree granting. The Air University is at the cutting edge of transforming education, and we intend to remain there. Each day we focus on enhancing education for American Airmen...period. The Air University is dedicated to creating life-long learners, because a commitment to continual force development makes us the greatest Air Force this world has ever seen. It is really that simple.

The Air University also maintains cooperative research, development agreements, and educational partnership agreements with over 70 civilian academic institutions around the world. The Air and Space Power Journal is produced in multiple languages and, along with the Strategic Studies Quarterly, reaches 85,000 Airpower and national security enthusiasts in over 97 countries annually. Outreach and partnership actions have empowered critical thinking across Department of Defense and similar allied entities, and they help the Air University garner support for its transformation initiatives.

Over its illustrious 66-year history, the Air University has remained committed to developing American Airmen, and their joint and coalition partners, by promoting leading-edge education, research, and outreach. The Air University will continue to find new and innovative ways to do what we do so well...We Produce the Future!



David S. Fadok
Lieutenant General, USAF
Commander and President, The Air University

and President of the Air University



The Air University, located at Maxwell Air Force Base, Ala., provides full spectrum education, research, and outreach at every level through professional military education, professional continuing education, and academic degree granting. This regionally accredited and internationally recognized academic institution has its roots in the Air Corps Tactical School (ACTS) during the interwar years, a time when some of the greatest minds in the Army Air Corps applied innovative and forward thinking to advance theory on the application of airpower. Their ideas greatly influenced how the Army Air Corps planned and executed military operations in World War II. Over the decades, the Air University has become the intellectual and leadership center of the Air Force, graduating more than 80,000 resident and 155,000 non-resident officers, enlisted and civilian personnel each year.

Mission

We produce the future.

We launch leaders of character educated to think
critically, innovatively, strategically and jointly...
...to master and deliver superior Airpower in support of national
security objectives.

Vision

One Team...

Transformative Education...

The Intellectual and Leadership Center of the Air Force

History of the Air University

The history of Maxwell Air Force Base began with Orville and Wilbur Wright. After their historic Dec. 17, 1903, flight at Kitty Hawk, N.C., they were looking for ways to make money from their achievement. In late 1909, they formed a company to promote the sale of their airplanes and to train exhibition pilots and prospective buyers on how to fly them. After visiting several places in the South, Wilbur came to Montgomery, Ala., on Feb. 10, 1910. From that visit, the Wright Brothers decided to open the nation's first civilian flying school on an old cotton plantation near Montgomery. Unfortunately, the school closed after only several months of operation. After the United States entered World War I in April 1917, the Army Air Service established the Aircraft and Engine Repair Depot No. 3 at the former Wright Flying Field. The assignment of the 22nd Observation Squadron to Maxwell in May 1921 gave the field a continuing existence. On Nov. 8, 1922, the Air Service named the field in honor of 2nd Lt. William C. Maxwell.



Hangar and maintenance shed for the Wright Brothers civilian flying school, decorated with advertising of the Montgomery businesses that financed the purchase of the land for the school.

The Air University draws its roots from the Air Corps Tactical School (ACTS) which was founded at Langley Field in 1920 and moved to Maxwell Field, Ala, in 1931. The movement of the ACTS in 1931 gave Maxwell Field a permanent mission.



2nd Lt. William Maxwell: Born in November 1892, in Natchez, Miss.; received his commission in April 1918; died on Aug. 12, 1920, in the Philippines while maneuvering to avoid a group of children playing below after his DH-4 aircraft developed engine trouble.

From 1931 to its closure in 1942, the ACTS taught U.S. air officers air warfare doctrine and tactics, which these officers successfully employed in World War II. With the onset of World War II, Maxwell Field became a major training base for thousands of aircrew for the U.S. Army Air Forces (USAAF), Royal Air Force, Free French Air Force, and other allied air forces. To handle the drastically increasing number of trainees, the Air Corps in 1941 leased Montgomery's municipal airport and renamed it Gunter Field.



ACTS students, 1937: Army Air Corps moved Air Corps Tactical School, ancestor of the Air University, from Langley Field, Va., to Maxwell Field in 1931.



Gen. Muir S. Fairchild: Born Sep. 2, 1894; died Mar. 17, 1950; first commander of Air University, January 1946 - May 1948, with promotion to lieutenant general.

During the war, General Henry “Hap” Arnold and other senior Army Air Forces (AAF) leaders began discussion of a postwar Air Force. Their vision included a “University of the Air” that would continue the professional military education and doctrine development of the ACTS. On March 12, 1946, the War Department renamed ACTS the Air University and established it as a major command (MAJCOM). Major Gen. Muir S. Fairchild became its first commander. Later, in September 1946, the Air University opened the Air War College and the Air Command and Staff College, marking the beginning of the Air Force’s professional military educational system. During the following years, numerous other educational organizations, such as the Air Tactical School, the School of Aviation Medicine, the Human Resources Research Institute, the Air Force Institute of Technology, and the Extension Course Institute, became a part of Air University, marking it as the unquestionable educational and intellectual center of the United States Air Force.

In 1993, the Air University was assigned to the Air Education and Training Command (AETC). By 2000, the Air University included the Air War College, Air Command and Staff College, Squadron Officer College, the College of Enlisted Professional Military Education, the Ira C. Eaker Center for Professional Development, the Air Force Institute of Advanced Distributive Learning, the College for Aerospace Doctrine, Research, and Education (CADRE), the Air Force Institute of Technology (AFIT), the School of Advanced Air and Space Studies (SAASS), the Community College of the Air Force (CCAF), Air Force Reserve Officer Training Corps (AFROTC), and the Officer Training School (OTS).



RAF Cadets, WW II: A group of Royal Air Force flying training cadets in a parade in downtown Montgomery, Ala. More than 4,300 trained at Maxwell Field during the war.



Chennault Circle: “Academic and Intellectual” center of Air University, containing Air University’s major academic facilities; dedicated to Maj. Gen. Claire Lee Chennault, former instructor of the ACTS, on May 22 1975.

From 2006 to 2009, the Air University underwent a major reorganization. It established the Carl A. Spaatz Center and Thomas N. Barnes Center to provide the continuum of education for officers and enlisted members, respectively.

It also added the Curtis E. LeMay Center for Doctrine Development and Education, and the Jeanne M. Holm Center for Officer Accessions and Citizen Development. Since 2006, the Air University also achieved accreditation for the award of master and doctorate degrees in various areas of military studies. These significant organizational, administrative, and intellectual achievements ensured the success and growth of the Air University by cementing its position as the intellectual and leadership center of the Air Force.

Looking Back



“We Care A Lot” – Basewide Events: The 42nd Force Support Squadron motto of “We Care A Lot” is demonstrated through the numerous basewide events that were provided to the Maxwell community over the past year, including:

- Magic Show (870 participants)
- 24-Hour Run (150 participants, 10-person teams)
- Spring and Fall Picnics (2,500 participants)
- Luau at the Pool (550 family members)
- Ballet on the Green (200 participants)

Members of the Harlem Wizards sign autographs at their exhibition game Feb. 7 at the Maxwell fitness center annex. 1,050 fans attended.



On Aug 12, the 42nd Force Support Squadron created the Fun-Day Factory Game that proved to be an extremely successful event. The program was designed to bring more traffic into participating Force Support Squadron facilities to expose customers to their many programs. The game concept was created by an inventive team comprised from different flights within FSS working together to benefit customers and employees. All the game participants enjoyed visiting familiar facilities and discovering new activities and programs. Feedback was received on the last game day from people who wished they had joined the fun and wanted to know if it was too late to play! When the game ended, hundreds of instant winner prizes had been awarded daily, including FSS gift cards, free lunches, and digital cameras. Grand prize winners received tablets, e-readers and digital cameras at the basewide Luau at the Maxwell Community Pool.



42nd FSS planned and executed a hugely successful Breakfast with Santa event with approximately 500 family members attending the event. Crafts, games, breakfast and a visit with Santa provided enjoyment for all who attended.



42nd FSS coordinated the “Tops in Blue” performance at the Davis Theater for a two-night performance for the military and civilian community. A “sellout” crowd of 2,100 enjoyed the performances.



The Montgomery Biscuits honored all military service members on Military Appreciation Night on June 2. Representatives from each branch of the military were on hand to provide information and participate in pre-game events. These included the lining up of Officer Training School trainees along the first and third baselines, the swearing in of Air Force recruits, the presenting of colors by the Maxwell-Gunter Honor Guard and ceremonial first pitches by representatives of the military community.



Lt. Gen. David Fadok, Air University commander and president, addresses an assembly following his presentation of the Air Force JROTC Award of Valor to Cadets Erin Post and Julia Nguyen Oct. 5. The cadets received the award for their actions following the movie theater shootings in Aurora, Colo., in July. The cadets, students at Aurora Central High School, rendered life-saving aid to victims of the shooting until emergency response personnel arrived on scene.



EDUCATION FAIR: Once a year, the base education office contacts colleges and universities to bring their traveling road shows to Maxwell to support continuing education. The fair allows active duty, retirees, civilians and family members to speak to a large variety of school representatives and find programs that are best suited to their educational goals. This year, 37 schools were represented.



The 42nd Contracting Squadron hosted the inaugural Maxwell AFB Small Business Networking Event, involving more than 30 companies from around the country, providing information and contacts for business opportunities. The event demonstrated the base's full support of the Air Force Small Business Improvement Plan and exceeded all goals.

On Aug. 27, in preparation for Hurricane Isaac, the 42nd Air Base Wing was activated as a FEMA Staging Base and prepared to take in more than 400 evacuees from the anticipated path of the hurricane. Three emergency services stood up at Maxwell AFB to provide liaison support for FEMA operations. Two units from the Florida peninsula evacuated 200 personnel and dependents to Maxwell. When the hurricane weakened to a tropical storm and changed course, the FEMA operation changed from hurricane response to flood relief operations in southern Louisiana. 306 FEMA trucks delivered cargo including 1.9 million liters of water, 1.17 million MREs, 20,504 blankets, 7,450 cots, 23,664 tarps, and 95 generators. FEMA operations ended on Sept. 6.

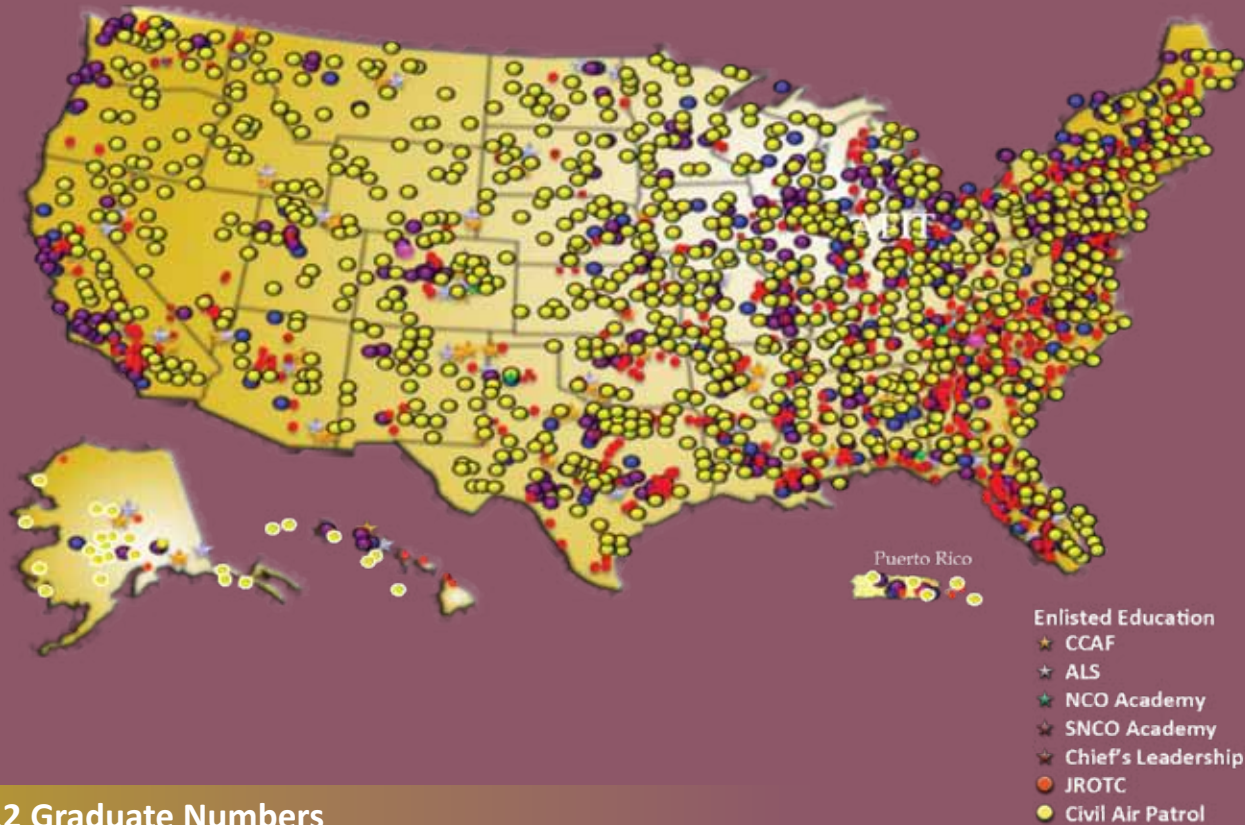


The 2nd annual Healthy Family Conference provided families an opportunity to gather information and increase awareness of a broad spectrum of health-centered areas, with a focus on maintaining and increasing the strength and health of families, thus building and fostering resilience. The diversity of workshops offered increases the opportunity that families, and the individuals within those families, will receive the information and support they need to deal with stressors impacting the family as a whole or individuals within the family dynamic.



Sept. 18 marked the 65th Anniversary of the United States Air Force and was celebrated with an Air Force Birthday Ball at Maxwell AFB, Ala.

The Air University At a Glance



FY12 Graduate Numbers

School	Residence	Distance Learning
Barnes Center	29,006	120,896
Holm Center	26,203	N/A
Spaatz Center	4,804	12,574
Eaker Center	3,284	6,307
LeMay Center	1,238	0
Air Force Institute of Technology	15,906	14,249
SAASS	62	N/A
Test Pilot School	46	N/A
Culture and Language	N/A	1,020
Air Force Fellows	136	N/A
Total	80,687	155,046

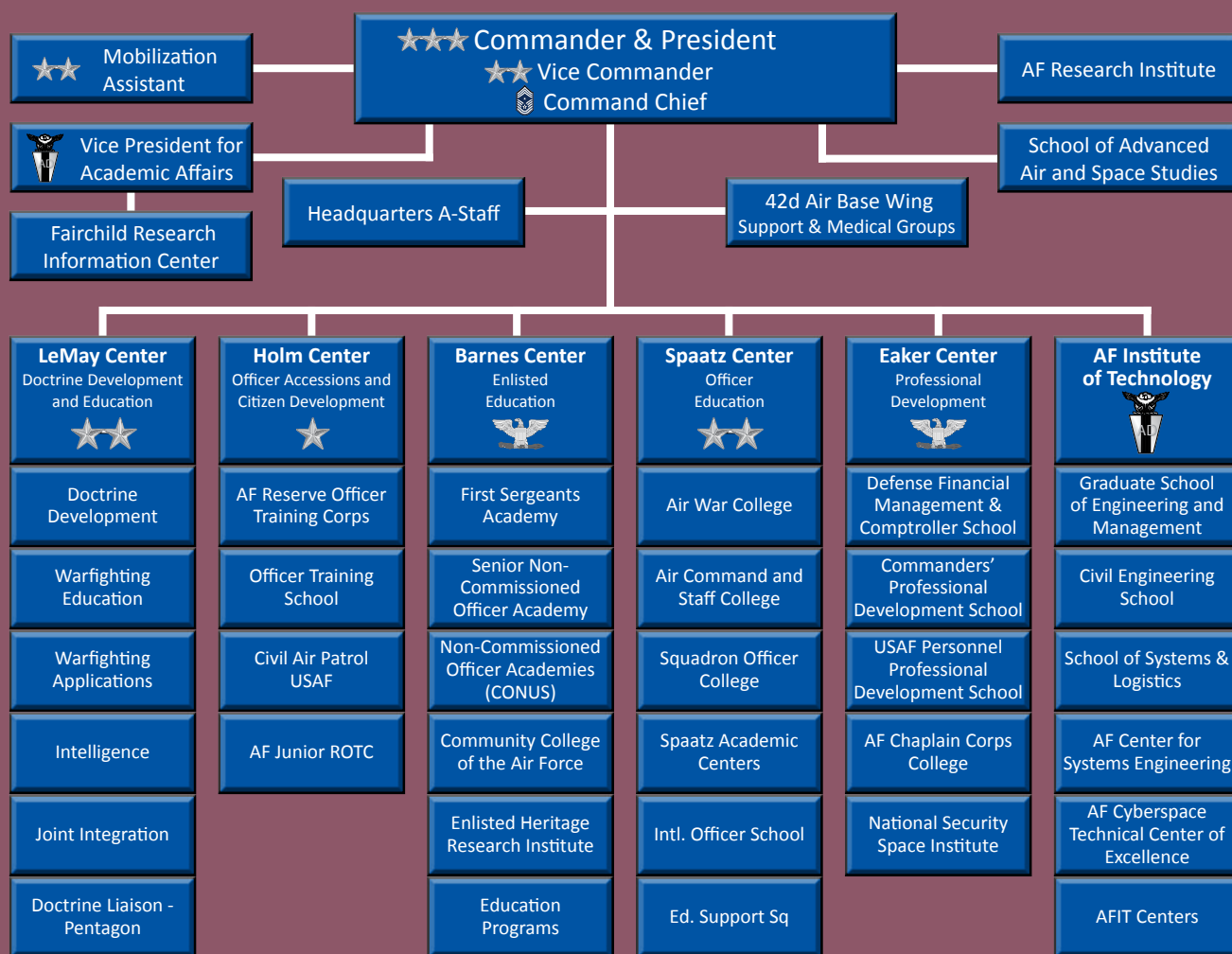


235,733 graduates worldwide

Organizational Structure

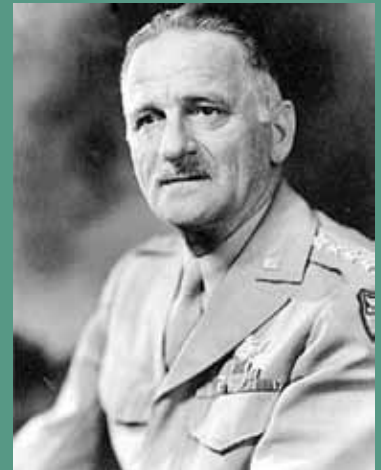
The future is always decided by those who put their imagination to work, who challenge the unknown, and who are not afraid to risk failure.

General Bernard A. Shriever, USAF (Retired)



Carl A. Spaatz Center for Officer Education

The Spaatz Center for Officer Education unifies the continuum of Air Force officer professional military education. Activated April 29, 2008, the Spaatz Center is named in honor of the Air Force's first Chief of Staff, Gen. Carl A. Spaatz. The Spaatz Center remains committed to being the global leader in officer education by developing leaders, spurring innovation, and nurturing partnerships to advance airpower.



FY 12 Graduates		
School	Residence	Distance Learning
AWC	241	2,254
ACSC	513	4,130
ACSC OLMP	N/A	495
SOC	3,300	5,515
IAAFA SOS	8	N/A
IOS	186	N/A
Counter Proliferation Center	120	N/A
SOS Instructor	64	N/A
LDP Distance learning	N/A	180
Gathering of Eagles	36	N/A
National Security Forum	117	N/A
AWC Air Reserve Component Seminar (ARCS)	61	N/A
AWC ANG-RES-CIV Orientation	79	N/A
ACSC Air Reserve Component Seminar	79	N/A
Total	4,804	12,574

Innovations in Distance Learning

The Spaatz Center is focused on high-quality, graduate distance learning programs that are innovative and evolving to meet the needs of officers accomplishing online professional military education. The Spaatz Center meets these needs through a variety of techniques such as 100 percent electronic course delivery, facilitated or partially-facilitated seminars, and interactive learning activities. Efforts will ensure desired developmental effects are created for officers throughout their career.



International Honor Roll

Air University International Affairs (AU/IA) manages the Air University's International Honor Roll Program. Dedicated by the Secretary of the Air Force in 1988, and resident in the Spaatz Center's International Officer School, the program recognizes AU international alumni who become chief of staff of their respective country's Air Force or achieve a high position within military or civilian national

leadership. Selectees for induction are invited to attend an annual ceremony hosted at Maxwell Air Force Base by the AU commander. As of December 2012, 431 graduates of the Air University schools/colleges have been inducted into the international honor roll, highlighting the critical role education plays in building international military partnerships.



Squadron Officer College (SOC)



Develops company grade officers as leaders of integrity, who are ready, willing and able to overcome the challenges of today's complex security environment. The eight-week Squadron Officer School (SOS) provides a professional military education experience devoted to junior officer leadership development. Open to active duty, Air National Guard and Air Force Reserve captains, their international counterparts, and civilian equivalents.

To learn more about courses offered visit
<http://www.au.af.mil/au/spaatz/>



Air Command & Staff College (ACSC)

Air Command and Staff College (ACSC), the Air Force's intermediate professional military education institution, prepares field grade officers of all services (primarily Ot-4s and O-4 selects), international officers, and U.S. civilians for positions of higher responsibility within the military and other government arenas. The focus is on preparing students to develop, employ, and command airpower in joint, multinational, and interagency operations.



Air War College (AWC)

Air War College (AWC) is the USAF's senior developmental education (SDE) institution, preparing U.S. senior field grade officers and their equivalent civilians as well as senior international officers to lead in a joint, interagency, and multinational environment. Graduates are well-versed in the cross-domain mastery of joint, air, space and cyberspace power. The AWC program consists of a 10-month in-residence master's degree granting program and a separate non-degree granting distance learning program.

International Officer School (IOS)



Prepares international officers for resident professional military education and executes nonacademic programs to enhance the cultural experience of the international students and their dependents.

Spaatz Academic Centers

These centers provide a focused capability that meets both the requirements of the Air University and external sponsoring agencies.

USAF Counterproliferation Center

Provides quality research and education on the nuclear enterprise and weapons of mass destruction threats and countermeasures

Air Force Public Affairs Center of Excellence (PACE)

Provides public affairs, strategic communication and global media engagement education, research and training

Center for Strategy and Technology

Provides an understanding of the strategic implications of technological choices

Air Force Culture and Language Center

Produces culturally, regionally and linguistically competent Airmen

Jeanne M. Holm Center for Officer Accessions and Citizen Development

The Holm Center provides coordinated leadership and policy direction for the Air Force's officer recruiting, training, and commissioning programs at Officer Training School and at Air Force ROTC detachments at 145 universities. On Feb. 14, 1997, to reduce duplication of effort and streamline administrative and reporting procedures, AETC established the Air Force Officer Accession and Training Schools (AFOATS), which was to be commanded by a brigadier general and stationed at Maxwell AFB, Ala. On June 2, 2008, AETC re-designated AFOATS as the Holm Center for Officer Accessions and Citizen Development (Holm Center). The name change honored Maj. Gen. Jeanne Holm, the first female USAF officer to achieve flag rank. She also held the distinction of being the first woman to graduate from Air Command and Staff College.

On June 11, 2009, the Holm Center significantly improved its civic education capabilities by gaining Civil Air Patrol-USAF as a subordinate organization. CAP-USAF provides Air Force oversight of the AF Auxiliary, the Civil Air Patrol (CAP). CAP provides emergency services, cadet programs and aerospace education plus citizenship education and flying experience to more than 61,000 CAP senior members, cadets, and aerospace educator volunteers. In 2012, CAP flew more than 100,800 hours, saving 31 lives, and providing AF operational impact and national disaster support.



The Holm Center also directs the Air Force's high school citizenship training program - Air Force Junior ROTC. It oversees 867 Air Force Junior ROTC units on high school campuses around the world. The aim of that program is to build better citizens for America. There are more than 121,000 AFJROTC cadets.

Cadet Enrollment	
Civil Air Patrol	26,950
AFJROTC	121,000
AFROTC	14,455
Total	162,405

2012 Highlights

CAP-USAF developed and expanded the Enhanced Surrogate Predator program in support of USAF operations	Officially opened a new AFROTC detachment at Yale University
AF JROTC put more young men and women in the AF uniform for the first time than basic military training	Deployed 68 personnel to worldwide locations
	Graduated 21,169 Air Force Junior ROTC cadets

To learn more about courses offered visit

<http://www.au.af.mil/au/holmcenter/>

FY12 Holm Center Graduates

Course	Residence
Basic Officer Training (BOT)	642
Commissioned Officer Training (COT) / Reserve Commissioned Officer Training (RCOT)	1,436
Airman/Nurse Education Commissioning Programs	40
Academy of Military Science (AMS)	242
Civilian Acculturation and Leadership Training (CALT)	225
SROTC	1,801
JROTC	21,169
PCE	648
Total	26,203



Officer Training School (OTS)

The mission of OTS is to produce motivated officers of character who embody the American warrior ethos and are culturally aware, expeditionary minded and prepared to lead. OTS is the Air Force's flexible commissioning source because it has the capability to quickly increase or decrease officer production to meet total force requirements.



Civilian Acculturation and Leadership Training (CALT)

CALT introduces new civilians to the Air Force culture and prepares them for future leadership, managerial and supervisory roles. Patterned after the OTS curriculum, CALT provides a unique in-residence experience focused on AF culture, missions and the significant role leaders play in success. The curriculum parallels the leadership modules taught at OTS and includes team-building exercises, outdoor activities, simulation exercises, and time for personal health and wellness. This is an intensive leadership development program that includes outside reading and projects. There were 225 CALT graduates in 2012.

Air Force Reserve Officer Training Corps (AFROTC)

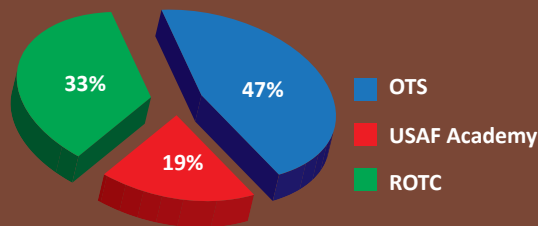
The largest and oldest source of commissioned officers in the United States Air Force. AFROTC's mission is to produce quality leaders for the U.S. Air Force, with units located on 145 college campuses with more than 1,100 additional institutions of higher learning participating in the cross-town agreement program.



Civil Air Patrol-USAF

CAP-USAF is the only operational flying unit in Air University. CAP-USAF ensures the Civil Air Patrol is organized, trained and equipped to perform Air Force assigned non-combat missions, emergency services, aerospace education and cadet programs. CAP-USAF's 36 active duty, 114 Reserve and 50 civilian members support CAP's 61,000 volunteer professionals and their 1,600 units across all 50 states, Washington, D.C. and Puerto Rico.

Commissioning/Training Source



Air Force Junior Reserve Officer Training Corps (AF JROTC)



A congressionally mandated high school character and citizenship development program. The headquarters staff of 32 personnel support more than 1,900 retired officer and enlisted instructors and more than 121,000 cadets at the 867 AF JROTC units in high schools across the nation and selected DoD dependent schools in Europe, the Pacific, and public schools in Puerto Rico and Guam.

Thomas N. Barnes Center For Enlisted Education



The Thomas N. Barnes Center for Enlisted Education was established in 2008 and is named in honor of Thomas N. Barnes, the fourth Chief Master Sergeant of the Air Force. The Barnes Center is composed of the following organizations: Academic Affairs-Enlisted Professional Military Education, First Sergeant's Academy (FSA), Air Force Career Development Academy (AFCDA), Air Force Enlisted Heritage Research Institute (AFHRI), and the Community

College of the Air Force (CCAF). Their mission is to train, educate, and graduate America's enlisted Airmen in skills and competencies that enhance their ability to accomplish the Air Force mission. Barnes Center develops, refines and deploys professional military education through 69 Airmen Leadership Schools (ALS), 11 Noncommissioned Officer Academies (NCOA), and the Air Force Senior NCO Academy (SNCOA).

By providing Enlisted Professional Military Education (EPME), Barnes Center prepares Airmen for positions of greater responsibility and increases their commitment to the military profession. Through active, experiential learning, and a curriculum built on the four pillars of: (1)

Enlisted Force Structure, (2) Air Force Core Values, (3) Air Force Institutional Competencies, and (4) Enlisted Professional Military Education Policy, Airmen develop as leaders, communicators, and military professionals.

FY 12 Graduates		
School	Residence	Distance Learning
CCAF	N/A	20,148
SNCOA	1,993	7,338
CONUS NCOA	8,050	2,991
IAAFA NCOA	5	N/A
OCONUS NCOA	2,020	N/A
ALS	15,145	4,530
CAP Senior Officer Course	N/A	1
EPME Instructor Course	146	N/A
AFCDA Course for Authors	57	N/A
Specialized Courses Distance Learning (AFCDA)	N/A	112
FSA	1,590	N/A
AFCDA	N/A	85,776
Total	29,006	120,896

Professional Manager Certification Launched

On Jan. 1, 2011, the Community College of the Air Force (CCAF) launched the new Professional Manager Certification (PMC) Program for enlisted Airmen. The PMC is a professional credential awarded by CCAF to formally recognize a senior NCO's professional accomplishments and advanced level of education and experience in leadership and management. The program provides a structured professional development track that supplements Enlisted Professional Military Education (EPME) and the Career Field Education and Training Plan (CFETP). For additional information contact ccaf.deal@maxwell.af.mil.



To learn more about courses offered visit
<http://www.au.af.mil/au/ccaf/>
<http://www.au.af.mil/au/barnes>



Airman Leadership School (ALS)

Prepares those in the rank of senior airman to be professional, war-fighting Airmen who can supervise and lead Air Force work teams in the employment of air, space, and cyberspace power.



Noncommissioned Officer Academy (NCOA)

Prepares those in the rank of technical sergeant to be professional, war-fighting Airmen who can lead and manage Air Force units in the employment of airpower.



Chief Master Sergeant Leadership Course (CLC)

Provides newly selected chief master sergeants a strategic perspective of their role as senior enlisted leaders. As of October 2012, this course is being transformed from a resident course to a facilitated distance learning course. The first offering is projected to be January 2014.



Air Force Senior NCO Academy (SNCOA)

Provides senior noncommissioned officers with current and highly effective military education in areas of advanced leadership and management. We conduct an innovative program for senior noncommissioned officers from across the Department of Defense and for selected senior enlisted members from allied nations.

Air Force Career Development Academy (AFCDA)

AFCDA develops, manages, and delivers distance learning curriculum in support of Upgrade Training, Professional Military Education, Weighted Airman Promotion Systems, and Professional Continuing Education, to train and educate warrior-scholar leaders in relevant, mission-ready skills, and competencies.



First Sergeant Academy

Develops selected SNCOs to serve as key advisors to commanders on issues impacting Airmen and is located on Gunter Annex. The academy conducts eight in-residence courses a year and sends travel teams around the world to conduct seminars for senior enlisted personnel serving as additional duty first sergeants.



Community College of the Air Force (CCAF)

Serves the educational needs of the enlisted Total Force by offering associate in applied science degrees and other credentials that enhance mission readiness, contributes to recruiting, assist in retention, and support the career transitions of active duty, Guard, and Reserve enlisted members. CCAF is the only federally chartered institution that awards college degrees exclusively to enlisted personnel.

Air Force Enlisted Heritage Research Institute (AFEHRI)



Supports the enlisted education mission by educating Airmen on enlisted heritage and history. The Institute maintains a comprehensive archive of documents and performs invaluable research on enlisted contributions to airpower. It is also home to the Enlisted Heritage Hall, which offers a unique series of displays vividly cataloging the contributions of the enlisted force throughout the history of the United States Air Force.

Curtis E. LeMay Center for Doctrine Development and Education

In 1983, the Center for Aerospace Doctrine Research and Education (CADRE) was established within the Air University. CADRE conducted and applied doctrine research to assist in doctrine development, and was no longer tied to national strategy or shifting policies. In 1996, the Air Force Chief of Staff consolidated all doctrine development to the HQ Air Force Doctrine Center located at Maxwell AFB. In 2007, the HQ Air Force Doctrine Center merged with CADRE to become the Air Force Doctrine Development and Education Center. A year later, in honor of General Curtis E. LeMay, the center was renamed to the Curtis E. LeMay Center for Doctrine Development and Education.



The LeMay Center leads the development of operational-level doctrine and establishes the Air Force's position in joint and multinational doctrine. The LeMay Center develops, examines and teaches, through war games, the concepts of airpower doctrine and strategy. It is the hub for airpower doctrine development, warfighting education and intelligence, surveillance and reconnaissance education. The center also provides analysis and assessments of future threat scenarios in support of educational objectives. Each year, the LeMay Center coordinates, designs, and executes wargames that include tactical and strategic-level warfare supporting the development of joint theater-level campaign wargames.

2012 Highlights

CSAF approved Doctrine Next for implementation. Scheduled full implementation: October 2013

FY 12 Graduates

School	Residence	On Site
General Officer/Flag Officer Courses	98	N/A
LeMay other PCE	720	232
Air Force Senior Executive Warfighter Perspective Seminar	32	N/A
Doctrine Development Course	35	N/A
JLASS Wargame	121	N/A
Total	1,006	232

“Doctrine provides a military organization with a common philosophy, a common language, a common purpose, and a unity of effort.”

– General George H. Decker, USA

Warfighting Education

Develops professional warfighters via in-residence courses, distance learning, and doctrine outreach to USAF, sister services, and international officers.



(6) Flag Officer/Senior Executive Courses:

Joint Flag Officer Warfighting Course (JFOWC)
Joint / Combined Force Air Component Commanders Course (J/CFACC)
Senior Joint Information Operations Applications Course (SJIOAC)
Cyberspace Operations Executive Course (COEC)
AF Senior Executive Warfighter Perspective Seminar (AFSEWPS)
Senior Leader Airpower Doctrine Seminar (SLADS)

(3) Intermediate PCE Courses:

Contingency Wartime Planning Course (CWPC)
Joint Air Operations Planning Course (JAOPC)
Information Operations Fundamentals Application Course (IOFAC)

(1) Doctrine Course:

Doctrine Development (DDC)

(3) Distance Learning Courses:

Airpower Course (APC)
AFFOR Staff Training Course (AFFORSTC)
Warfighter Planning Course (WPC)

Doctrine Outreach

Doctrine Update papers
Doctrine-based lectures at educational settings throughout the DoD
Doctrine analysis and assistance to warfighting commands

Doctrine Development

Produces timely, relevant, and current Air Force doctrine on behalf of the Chief of Staff. Doctrine Development is responsible for coordinating more than 80 joint publications, 130 tactical doctrine documents, and 550 multinational doctrine documents with a variety of international organizations. Currently, doctrine development is creating a streamlined format for Service doctrine, called Doctrine Next, which leverages information technology solutions for accessing information. Doctrine Next will enable and encourage continual engagement of doctrinal matters by the entire Air Force.

“At the very heart of war lies doctrine. It represents the central beliefs for waging war in order to achieve victory... It is the building material for strategy. It is fundamental to sound judgment.” - General Curtis. E. LeMay, USAF



Wargaming

The Wargaming Center's wargames focus on Joint warfare, and integrated air, space and cyberspace power; strengthen the decision making abilities of future commanders and provide direct support to the Air University schools and other Air Force, DoD and international customers. The center plans, develops, and conducts approximately 25 wargames and exercises for more than 10,500 participants annually.



Wargaming Courses/Exercises Offered:

- Joint Planning Exercise
- Joint Air Exercise
- Joint Wargame
- Joint Intermediate Planning Staff Exercise
- Theater Campaign Warfare
- Pegasus
- Global Challenge
- Joint Land, Aerospace, and Sea Strategic Exercise
- Future Capabilities Game
- Exercise in National Budgeting Priorities
- Judge Advocate Wargames

To learn more about courses offered, visit
<http://www.au.af.mil/au/lemay/>

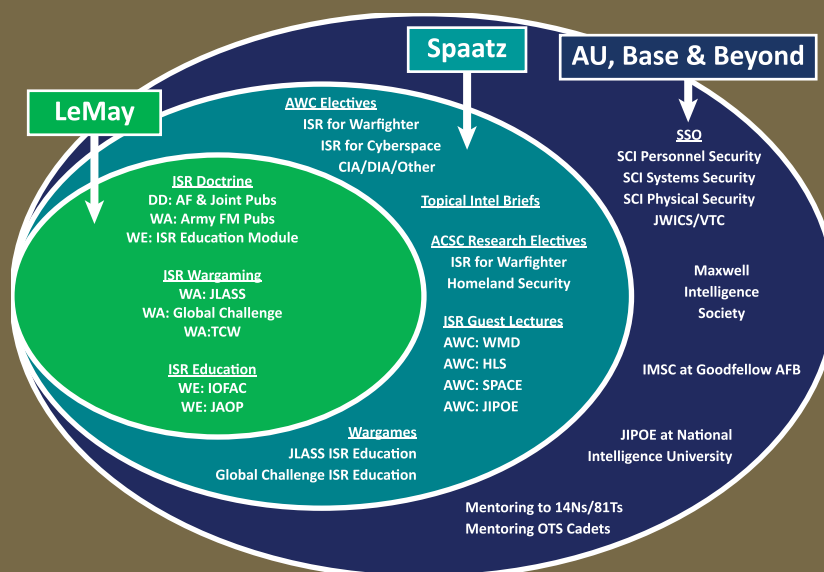
Intelligence

Provides intelligence support to wargame planning and execution

Teaches AWC and ACSC college electives
 48 students / 129 classroom hours

Serves as Air University's liaison to the National Intelligence University (NIU)

IN's Footprint



Responsible for all Maxwell AFB classified facilities, networks, and more than 1,300 security clearances

Leads the Maxwell Intel Society with 120 members and more than 20 distinguished visitor events a year

Advanced Education and Academic Research



School of Advanced Air and Space Studies

In 1988, the Chief of Staff of the Air Force responded to Congressional concerns about the next generation of Air Force strategists by chartering the School of Advanced Airpower Studies at Maxwell AFB. The new school provided a one-year graduate education in airpower strategy through a demanding curriculum highlighting theory, history, and application. The first class of 25 students graduated in 1992, and the school was eventually renamed the School of Advanced Air and Space Studies (SAASS). SAASS has educated hundreds of highly talented USAF, sister service, joint, and Allied officers in an exceptionally rigorous program which culminates in a fully accredited Master of Philosophy in Military Strategy. More than 50 graduates serve as flag-rank officers or in the senior executive service. Students attend small seminars with a PhD professor and read more than 150 books, or approximately 40,000 pages of written material, over the course of the academic year. Students must also complete a masters-level thesis and pass a comprehensive oral exam to earn the degree.

Since 1992: 700+ SAASS Graduates

PhDs in Military Strategy

Approved by the Secretary of Education, PhD candidates are volunteers in the top third of their SAASS class who will graduate from SAASS with an all but dissertation status and be eligible for a one-year Air University PhD Fellowship which counts as in-residence senior developmental education and permits completion of a doctoral dissertation. The goal is to develop senior leaders with a PhD in strategy without sacrificing career flow or operational experience.

Three PhDs have already been awarded to Lt. Cols Tadd Sholtis, Lawrence Spinetta and Monte Cannon

FY 12 Graduates

School	Resident	Other
SAASS	59	N/A
SAASS PhD	N/A	3
Total	59	3

To learn more visit
<http://www.au.af.mil/au/saass/>

Muir S. Fairchild Research Information Center

The premier research facility in the Department of Defense, the Muir S. Fairchild Research Information Center was founded in 1946. Located in the middle of Chennault Circle, it was given the memorial name "Fairchild" after the founder and first commander of Air University, Gen. Muir S. Fairchild.



The Center houses well-balanced collections especially strong in the fields of war fighting, aeronautics, U.S. Air Force and DoD operations, military sciences, international relations, education, leadership and management. The library holds more than 2.6 million items, subscribes to 63 research databases, and produces the Air University Library Index to Military Periodicals.

To visit the AU Library online visit
<http://www.au.af.mil/au/aul/lan.htm>

Ira C. Eaker Center for Professional Development



The Ira C. Eaker Center for Professional Development supports the U.S. Air Force mission by providing world-class, multidiscipline technical training and professional continuing education to Air Force and other Department of Defense personnel, as well as international students. The center is composed of five schools: the Commanders' Professional Development School, the Defense Financial Management and Comptroller School, the USAF Personnel Professional Development School, the Air Force Chaplain Corps College and the National Security Space Institute. The Center is named for pioneer airman Gen. Ira C. Eaker, who piloted a record-breaking air refueling flight in 1929 and who conceptualized several World War II strategic bombing strategies which led to air superiority over the Luftwaffe and set the stage for eventual Allied victory.



FY12 Graduates			
Course	Residence	On-Site	Distance Learning
Chaplain Corps College	317	N/A	N/A
Commanders Professional Development	539	294	N/A
Continuous Process Improvement	44	N/A	N/A
Defense Financial Management	239	264	N/A
Personnel Professional Development School	794	71	6,307
National Security Space Institute	599	N/A	N/A
Eaker Instructor course	39	20	N/A
Wing Commander Spouse Seminar	64	N/A	N/A
Total	2,635	649	6,307

2012: Course Changes and New Programs

Added four new blended/distance learning courses

Migrated AFSSO21 Black Belt Continuous Process Improvement course from University of Tennessee to Eaker Center

Air Force Chaplain Corps College instituted a new MarriageCare Facilitator Distance Learning Course

2012 Highlights

Defense Financial Management and Comptroller School achieved National Association State Boards of Accountancy accreditation

Developed iPad augmented reality application for Search & Recovery portion of Mortuary Officer's Course

Designated AF Lead Agent for centralized federally mandated supervisory education courses

The National Security Space Institute moved into the brand new Moorman Space Education and Training Center, a \$19M state-of-the-art shared facility on Peterson AFB, Colo.



To learn more about courses
offered visit
<http://www.au.af.mil/au/ecpd/>

Commander's Professional Development School

Prepares Air Force members for duty as wing, vice wing and group commanders; senior materiel leaders, emergency operations center directors and vice/wing commander spouses.



USAF Personnel Professional Development School

Provides world-class education for the development of Air Force personnel and supervisors, allowing them to perform at their highest level.



USAF Chaplain Corps College

Provides education, training and resources that promote professional excellence and enhance the free exercise of religion for Air Force personnel.



Defense Financial Management and Comptroller School

Provides quality joint operational-level professional continuing education through programs presented to Department of Defense financial management personnel.



National Security Space Institute (NSSI)

Provides space professional continuing education to DoD military and civilian space professionals as well as members of the broader National Security Space community, including sister services and allies from Great Britain, Australia and Canada.

Air Force Institute of Technology



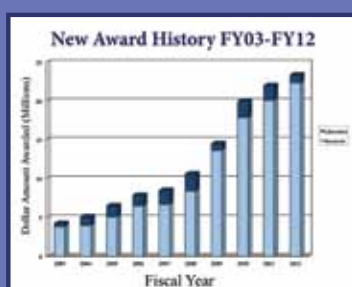
ICARUS Memorial

The Air Force Institute of Technology (AFIT) started at McCook Field in Dayton, Ohio, and has been a part of the local community ever since. The original idea of an aeronautical school within the Army was proposed by Col. Thurman H. Bane, Commanding Officer of McCook Field, based on his belief that “No man can efficiently direct work about which he knows nothing.” The school’s first group of students began their studies in November 1919 and graduated as the Class of 1920. AFIT graduates were closely involved in the Mercury, Gemini, and Apollo space programs, and included the second man on the moon, the first American space walk, the first female military woman in space, and the first African-American in space, Dr. Guy Bluford.

AFIT’s mission is to advance airpower for the nation, its partners, and our armed forces by providing relevant defense-focused technical graduate and continuing education, research, and consultation. Its vision is to be the internationally recognized leader for defense-focused technical graduate and continuing education, research, and consultation. AFIT continues to stress excellence in education and research and to move through the 21st century, retaining its flexibility and resourcefulness in accomplishing its mission, just as it has done since its inception more than 90 years ago.

FY12 Graduates			
Course	Resident	On-Site	Distance Learning
Systems and Logistics	1,950	4,172	12,433
Civil Engineering	1,237	127	1,080
Civilian Institutions	2,403	30	0
Systems and Logistics Seminar	993	3,271	686
Civil Engineering Seminar	295	N/A	50
Total	6,878	7,600	14,249

Graduate Education	Resident
AFIT Resident School of Engineering	413
Civilian Institutions	1,237
Civilian Institutions (Medical)	2,403
Total	1,428



2012 Highlights

- The School of Systems and Logistics received \$9 million to develop seven (of 16) logistics and acquisition management courses for office of security cooperation Iraq at State Department request
- The Deputy Assistant Secretary of Defense for Developmental Test and Evaluation announced the establishment of the Scientific Test and Analysis Techniques for Test and Evaluation Center of Excellence within the Graduate School of Engineering and Management
- The Center for Cyberspace Research/Air Force Cyberspace Technical Center of Excellence is the only SECAF/CSAF chartered Cyber Center producing over 650 Cyber Operators per year with students coming from every MAJCOM in the Air Force.



Graduate Education

Graduate School of
Engineering & Management

(Civilian Institution
Programs)

Students: 812 (res); 2,650
(CI);

Resident Faculty: 142
Programs: 22 MS, 14 PhD

Professional Continuing Education

School of
Systems and
Logistics

Faculty: 67
Students:
28K/yr
Courses: 103

The Civil
Engineer
School

Faculty: 28
Students:
6K/yr
Courses: 78

Cyberspace 200/300

Faculty: 5 Students: 650/yr

Research

1 - OSD Center
1 - AF Center
6 - AFIT Centers

\$24M+ annually
Sponsor funded,
Defense-focused,
Collaborative,
Ops-driven

Publications
Patents

Consultation

1 - OSD Center
1 - AF Center
6 - AFIT Centers

Subject Matter
Experts

Worldwide Impact
Combatant Cmts
Functional Areas

More than 380 civilian institutions worldwide

To learn more about education offered visit
<http://www.afit.edu/>



Graduate School of Engineering and Management

Provide high-quality graduate education programs and engage in research activities that enable the Air Force to maintain its scientific and technological dominance. The school's mission reflects its focus on preparing students with the skills required to maintain the world's best Air Force, with the recognition of research as a critical element in quality graduate education.



School of Systems and Logistics



Equips the Air Force's acquisition and logistics workforce to be the world's best managers of air, space and cyberspace systems through professional continuing education, consulting, and research.

Civil Engineer School

Develops and delivers civil engineer and environmental professional continuing education and provides consultation in support of U.S. air, space and cyberspace forces.



Air Force Research Institute



The Air Force Research Institute (AFRI) conducts independent research, outreach, and engagement to enhance national security and assure the effectiveness of the United States Air Force. AFRI was established in its present form in 2008 in response to a Chief of Staff of the Air Force directive. However, its research roots extend back to the Airpower Research Institute of the late 1970s and even the 1930s in the Air Corps Tactical School. While the organizational functions were briefly embedded in the Air War College and later the College of Aerospace Doctrine, Research and Education, the Air Force Research Institute's central vision has not changed. AFRI still seeks to be a trusted source of ideas informing airpower and national security.



AFRI has three divisions. It has a team of research professors who conduct studies on airpower and national security for the Air Force Chief of Staff and other senior leaders within DOD. These ideas and those of others across the Air Force and the nation are published by the Air University Press. The AU Press, now part of AFRI, dates back to 1953, and conducts outreach by producing the world's finest publications about airpower and national security, to include the *Air and Space Power Journal* and the *Strategic Studies Quarterly*. Lastly, AFRI has a division devoted to engagement, creating the necessary conversations within the Air Force and our nation on how best to enhance our thinking about airpower. Through these three functions—research, outreach, and engagement—AFRI aids Air University in attempting to achieve its vision of becoming the intellectual center of the U.S. Air Force.

AFRI AU PRESS
AIR FORCE RESEARCH INSTITUTE

FY12 Graduates

Course	Resident
Air Force Fellows (Masters Program)	138

To learn more about AFRI products and AU Press, visit:
<http://afri.au.af.mil>

42nd Air Base Wing

“Mission-Ready World-Class Leadership”



Making Maxwell AFB “The Best Hometown in the Air Force”

In 1994, the 42nd Bomb Wing at Loring AFB, Maine, was renamed the 42nd Air Base Wing and relocated to Maxwell AFB, Ala. The wing's long and distinguished heritage of bombardment and air refueling missions since the early 1940s, continues today through combat Airmen deployed around the world. The 42nd Air Base Wing consists of the 42nd Medical Group and the 42nd Mission Support Group. The 42nd Air Base Wing's mission is to: Develop mission-ready Airmen and operate a world-class installation. Its vision is to be the premiere air base wing in the Air Force.

To learn more, visit <http://www.maxwell.af.mil/>

Services Provided to Maxwell AFB Community

Maxwell Club
2 Community Centers (Maxwell/
Gunter Annex)
2 Community Libraries (Max-
well/Gunter)
Outdoor Recreation
Paintball
Skeet & Trap
Vet Clinic
2 Fitness Centers
2 Bowling Centers

Youth Sports
Auto Skills Center
Cypress Tree Golf Course
2 Child Development/Youth
Centers
Maxwell Elementary Middle /
Magnet Schools
Year-round activities/events
Commissary, base exchange,
Shoppettes



To see upcoming events visit
<http://www.42fss.us/index.html>

2012 Highlights: Home and Abroad

Deployed 324 personnel during 2012, maintaining a 99.9% accuracy rate

Maxwell AFB hosted FEMA hurricane relief efforts—306 trucks, 1.9 million liters of water, 1.17 million MREs 20,504 blankets, 7,450 cots, 23,664 tarps, and 95 generators.

Maxwell Air Force Base ranks #2 in the Air Force for having the most distinguished visitors (DVs). Over the course of the year 1,138 DVs visited or passed through the base.

The 42nd Medical Group deployed 8 members on a humanitarian mission to Peru in June 2012, where they

treated a total of 7,000 patients and dispensed more than 21,000 medications.

Employment Assistance hosted a Fall Employment Expo at the Maxwell Event Center on Oct. 4. More than 250 community members were introduced to 30 vendors that discussed potential employment opportunities within their agencies

Java J'z Cafe opened in June 2012 inside the Maxwell Community Library. The cafe is home to a quaint sitting area and has choices of more than 70 beverages, pastries and sandwiches.

Opened Sakura Asian Restaurant. Its cuisine offers a variety of international dishes, Asian favorites and sushi.

Mission Impact

Honor Guard

To insure our fallen heroes are honored, the Maxwell-Gunter Honor Guard performed 575 funeral details and 65 color guard details spanning over 58 counties throughout Alabama and Georgia, totaling 16,500 man-hours and 120,000 miles traveled this year.

STARBASE, a Department of Defense Youth Program

Maxwell houses one of 76 STARBASE schools nationwide, providing opportunities to public school fifth graders in the River Region with the chance to learn about science, technology, engineering and mathematics (STEM). STARBASE Maxwell provides intense STEM curriculum in a manner that intrigues students' minds. The intent of this DoD program is to help alleviate the fear of learning.

Deployed Family Support

The 42nd Force Support Squadron Airman and Family Readiness Center is charged with providing deployed families with an event each quarter designed to show support and appreciation for the sacrifices and contributions they make to the Air Force mission. In 2012, deployed families were invited to attend several basewide events such as Night of Illusion, Deployed Family Night at the Biscuits, and a Base Luau for free.

Airman & Family Readiness Center

This program is designed to ease the strain of deployment on active duty Air Force members and their families, as well as on single Airmen. A deployment life cycle program, PLAYPass allows military members and their families to build memories before, during, and after deployment. Through the program, Airmen and their families receive substantial discounts through a wide variety of on-base services and agencies such as life-skill classes offered by the 42nd Force Support Squadron, recreational programs at fitness centers and recreational trips and tours offered by Information, Tickets and Travel. Since its inception, the Maxwell Family Readiness coordinator has issued more than 130 passes valued at more than \$65K to military families and single Airmen alike.



Deployed Link-Up Dinner

This program provides families experiencing all three phases of the deployment cycle (pre-, deployment, and post) an opportunity to come together and begin the deployment resiliency process. Each month in coordination with the Wing Chaplain and Wing Command Chief, the Airmen and Family Readiness Center invites our deployed families to come and enjoy a wonderful meal, fellowship with other families sharing a common experience, and learn about the resources available to them during the deployment cycle.

Key Spouse Program

This 42nd ABW commander- and first sergeant-led program allows volunteer spouses to serve as "Key Spouses" within the unit structure, providing the commander with a valuable addition to his leadership team. The Key Spouse serves as a link between unit family members and the unit commander. This link is even more valuable during the deployment cycle. Maxwell leads the command (AETC) with 99 trained Key Spouses and Key Spouse Mentors.

Legal Programs

The Maxwell Law Center offers personal legal assistance and tax filing programs to eligible service members, retirees and their dependents. Clients gain increased awareness of their legal rights by talking with attorneys and paralegals and can also file federal and state income taxes. During fiscal 2012, the Maxwell Law Center helped more than 3,500 clients save more than \$780,000 in fees, while helping them recover more than \$1 million in tax refunds.

Lodging

The 42nd ABW has the second largest lodging operation in AETC with more than 2,200 bed spaces. University Inn Lodging operation initiated and completed a complete replacement of the television cabling with new high quality cable and telephone lines with new fiber optic lines. Additionally, all of the 1,800 lodging rooms are now equipped with high-speed wireless internet.





Recent Basewide Initiatives

Fitness Center - Office of Secretary of Defense (OSD) Projects.

The Fitness Center team collaborated with Civil Engineering, the Resource Management Office, and squadron leadership to accomplish four fitness enhancement projects through the OSD Fitness Program, totaling more than \$13,000 in renovations.

New Weight Room floor

Maxwell Fitness Center was the recipient of a \$135,000 OSD project to install a new weight room floor that increases the safety of the customers using the area.

Cardio Room

Converted three racquetball courts into a cardio room, doubling the square footage. It now has 60 separate machines.

New Tennis Courts

Maxwell Fitness Center was the recipient of a \$245,000 OSD project to build two new tennis courts on Gunter Annex.

Strength Conditioning Area

Doubled the square footage of the strength conditioning area and added over 35 new pieces of free weight and selected strength machines.



ID Card Customer --“Service on Saturdays”

To better serve its customers, the community, and the mission, the 42nd Force Support Squadron Military Personnel Section extended customer service to include the first Saturday of each month to help alleviate the ID card wait times during the week, particularly for deployed families.



Maxwell Community Library

After a \$750,000 renovation project, the base library has relocated into a facility three times larger than before, with space identified for specific use – computer lab, teen center, children’s room with a reading tree, media room and a wide open general circulation room. A coffee shop with lounge was added to enhance the library experience.

Cypress Tree Golf Course

Cypress Tree management identified the need to increase the capacity of the current water pump and irrigation system to allow for the University Course greens to be irrigated with water from the Alabama River. The \$740,000 project was recently completed and the estimated utility cost savings is \$150,000 per year.



MAXBOTS

MAXBOTS is a STEM (Science, Technology, Engineering and Math) initiative for children 9-14 years old to have an interactive opportunity to build and program robots. Meetings are held weekly with participants developing and programming robots to solve problems created by the staff. Grant money was requested and received from the Air Force to provide this program free of charge to the Maxwell/Gunter children.

Local Community Involvement Highlights



Jubilee Cityfest:

More than 40 volunteers assisted with crowd management of children, monitoring the inflatables, bungee jumping, kids jousting, and other activities.

Special Olympics Bowling:

100 volunteers helped provide athletes with intellectual disabilities an opportunity to experience the excitement, joy, and personal fulfillment associated with sport training and competition at the Ace & Woodmere bowling alleys.

Chisholm Elementary Clean Up/Work Day: Volunteers worked on painting, moving furniture, cleaning and dusting, and filing classroom papers

Reading Across America:

Volunteers helped with the “Reading Across America” program, reading books to classes at Brewbaker Primary School.



In 2012...

422 Volunteers

2,798 Hours

\$20,285 in Cost Savings

Valentines for Vets:

Volunteers delivered valentines and flags to veterans at the Department of Veterans Affairs in Tuskegee and the Montgomery VA hospital on Valentine's Day.

The American Legion/Coca-Cola National JROTC Drill Championships:

131 volunteers served as competition judges, tabulators, coordinators, and time keepers for more than 3,000 competitors from over 50 high schools from across the nation. The competing teams included Army, Navy, Marine, and Air Force JROTC units from all over the United States.



Habitat for Humanity

Students from Maxwell's Squadron Officer School class 12D volunteer rebuilding a home in the Montgomery Habitat for Humanity New Hope Village on July 14. More than 190 students from the class worked to restore the house that was destroyed by fire.

Humane Society of Elmore County

Pet Adoption: Volunteers helped set up mobile adoption sites at various locations in the Tri-County area.

Montgomery Public School Clean Up:

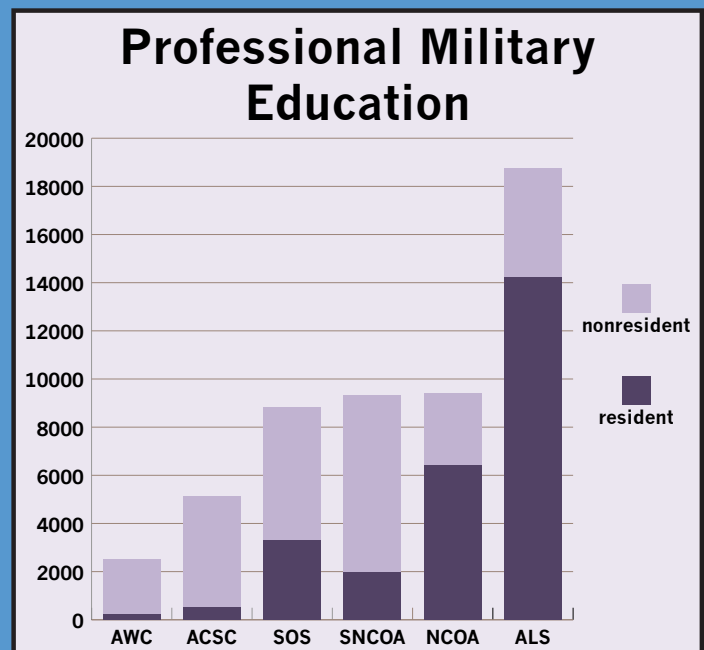
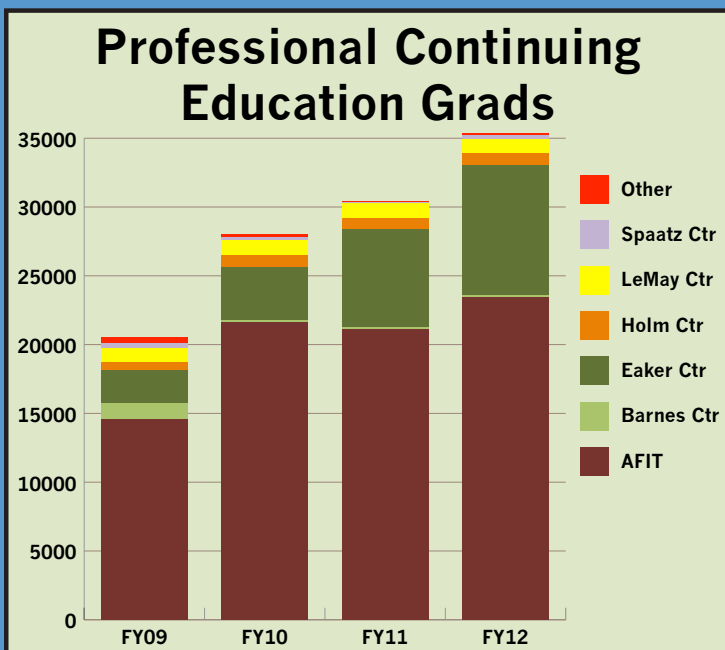
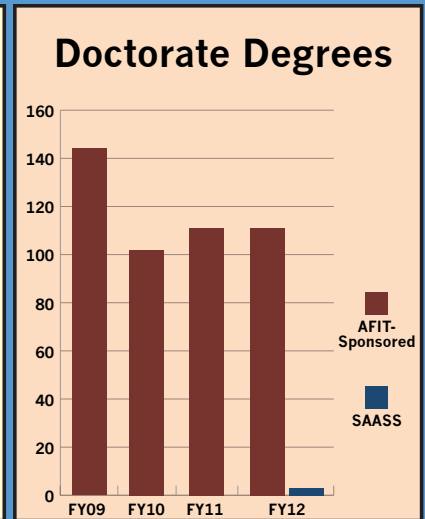
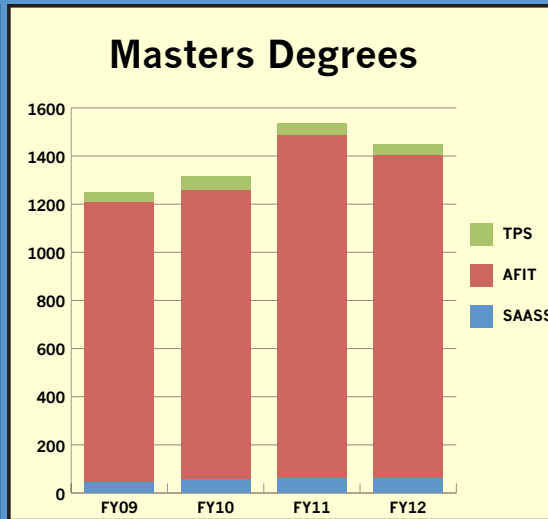
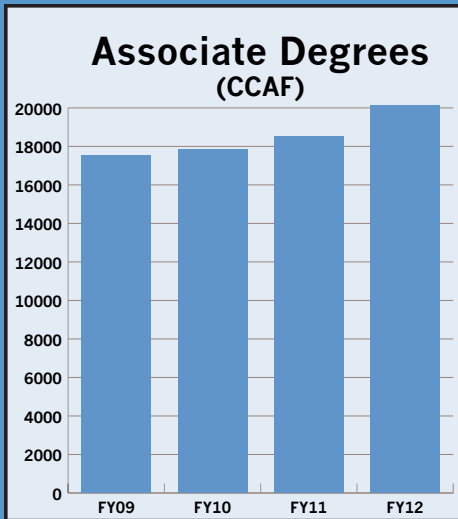
100+ volunteers helped spruce up and “beautify” the exterior of the public schools prior to the start of the school year.



Tuskegee Airmen Path of Honor:

Volunteers came out in force to the Montgomery Regional Airport to create a path of honor welcoming four original Tuskegee Airmen on Sept. 14 as they arrived to participate in the “Wish of a Lifetime” program.

Air University Fast Facts



Air University Fast Facts



Enrolled: 26,950

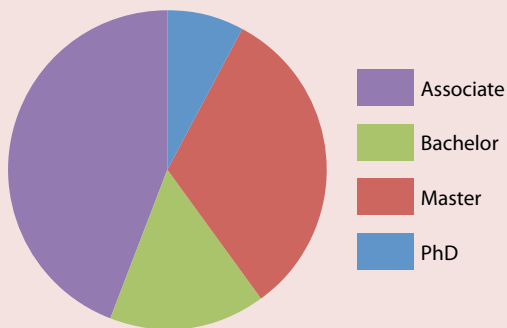


Enrolled: 14,455

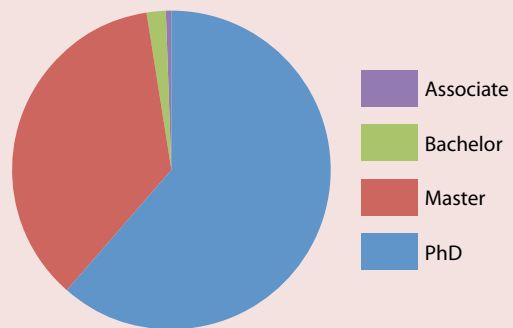


Enrolled: 121,000

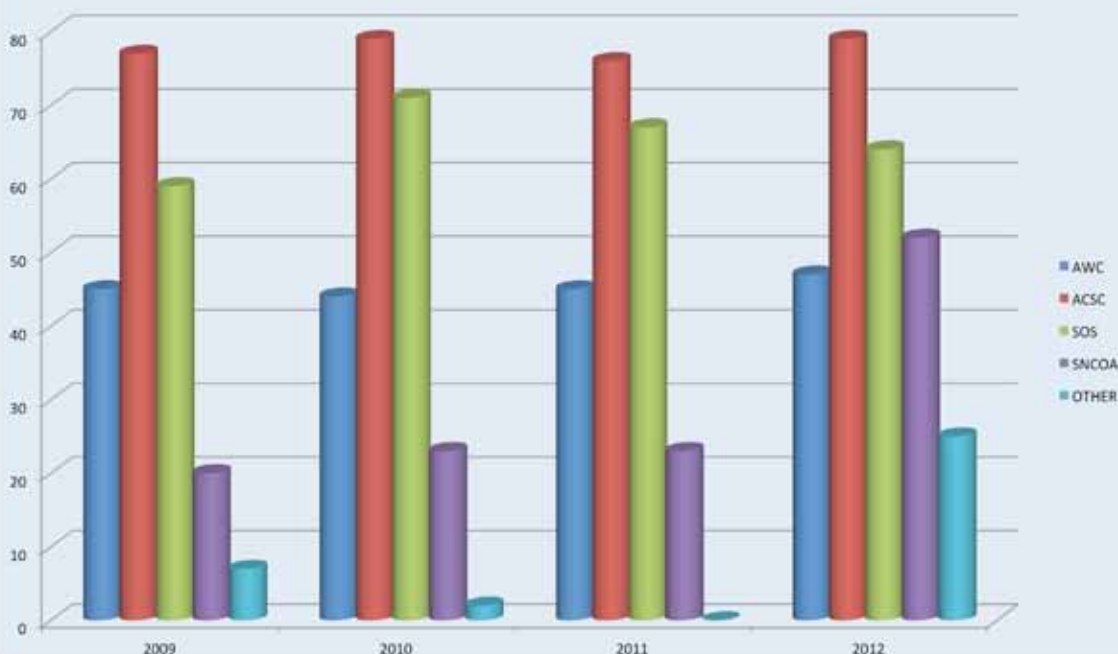
Military Faculty Mix



Civilian Faculty Mix



International Students Completing AU Schools







55 LeMay Plaza South
Maxwell AFB, AL 36112-6335

<http://www.au.af.mil/au/>
www.maxwell.af.mil



<https://www.facebook.com/MaxwellAFB>



<http://www.youtube.com/user/MaxwellGunterAFB>



<http://www.maxwell.af.mil/news/podcasts>



<http://twitter.com/MaxwellAFB>